

**Phase 1**

# **2012 LWIA Area Planning Guidance**

**LWIA #10 South Central TN  
Workforce Alliance**

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**2012 Local Workforce Investment Area Planning Guidance**  
**LWIA 10 - South Central Tennessee Workforce Alliance**

**1: Leadership**

The South Central Tennessee Workforce Alliance (SCTWA), a public non-profit 501c corporation is the grant recipient and administrative entity for Local Workforce Investment Area (LWIA) 10. The South Central Tennessee Workforce Board serves under the leadership of the SCTWA, and represents private, public, and community based partners from the eight counties of Giles, Hickman, Lawrence, Lewis, Marshall, Maury, Perry and Wayne counties in southern middle Tennessee.

**1.1 Senior Leadership**

Leadership of the SCTWA is provided by the Chief Elected Officials of the above mentioned counties, which are the County Mayors or County Executives, along with the South Central Tennessee Workforce Board of Directors and Executive Committee members, Administrative and Career Center management staff of the SCTWA, plus partner program managers.

**1.1a Vision and Values**

The South Central Tennessee Workforce Alliance, LWIA 10, has a proud and successful history since its inception in July 2003 as a 501c3 non-profit organization, formed with the mission of bringing together workforce development partners in Southern Middle Tennessee to provide for improvements in workforce skills through training, development, education and job creation based on employer demands, and resulting in productive citizens who can learn, work, and comfortably care for their families. The importance and development of partnerships has been engrained in our organization even before the enactment of the Workforce Investment Act, and this foundation principle continues to permeate

our present efforts, and is the key to successes we experience.

Literally thousands of customers utilize our Career Center system, the flagship product of the South Central Tennessee Workforce Alliance. We currently see over 600 customers daily through our eight county system, and have grown our reputation in each community as a partner, key player, and convener of efforts to improve opportunities throughout our region. Our network of employers who use and recommend our services grows annually, and it is this success that drives our growth among job seeking customers, including unemployed workers as well as those looking for better paying and/or better benefit-offering positions.

We have developed a Board committed to our mission, and one of our goals is to further develop our board membership, and make better use of the many talents possessed by this group of dedicated volunteers. This continues to be a major focus of our 2012 efforts. We are creating a committee structure focused on targeted industries, and bringing in new private sector board members who can add value to these committees. We are also offering committee membership to professionals not currently serving on the board in order to enhance the work of the committees with subject matter experts, and to further expose industries to the work of the board. We will fill open positions with these committee members as vacancies occur. New members will then have a jumpstart on board knowledge through work on committee assignments.

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**1.1b Communication and Organizational Performance**

Keeping communication open between senior leaders and all staff of the SCTWA is essential to the success of our company. SCTWA directors and coordinators meet with committees of the Workforce Board, participating in policy discussions and making recommendations that are forwarded on to the Board for policy determination. Quarterly meetings are held for both the corporate SCTWA Board and the Workforce Board.

To encourage input from our communities, we visit each of the eight counties served annually in a listening tour setting. These are widely advertised, and typically are attended by at least 20 guests from the private sector, plus education and economic development partners. Action items are developed and assigned to appropriate staff. The focus this year will be on training and retention.

Communication among staff is open and ongoing. Budget reviews are held monthly with directors and department managers.

Regional reviews are held twice annually with staff in each of the two geographic regions to review performance standards, company goal attainment, brainstorm, and to develop/refine strategies to reach goals. Also, a companywide staff development is held twice annually, and allows for learning, team building, innovation, motivation, furthering company goals, and celebrating company and individual achievements.

Continuing education is encouraged and promoted. Tuition assistance is available to all staff for degrees related to workforce development. A portion of incentive dollars when available are set aside professional development. Career Advisors are expected to complete requirements as a Global Career Development Facilitator (GCDF). Nine staff recently started this training. This will bring our GCDF total to 37 staff.

As part of the planning process, a SWOT analysis is undertaken annually with education, employer, and economic development partners. From this SWOT analysis, goals are established and incorporated into our annual plan.

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**Strengths, Weaknesses, Opportunities and Threats**  
**Local Workforce System in LWIA 10**

<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>• Good working relationship among partners in workforce development system</li> <li>• Support from local elected officials</li> <li>• Support from employers</li> <li>• Excellent, experienced and trained staff</li> <li>• Partner Services complement one another</li> <li>• Common goal of connecting job seekers to employers</li> <li>• Geographically located (together, on same campus, close proximity, every county has some representation)</li> <li>• Work Keys, National Career Readiness Certificate</li> <li>• Incumbent Worker program</li> <li>• Jobs for TN Graduates in all eight counties</li> <li>• Across the 8 counties and nine career centers, we average around 600 job seekers daily.</li> <li>• Across the 8 counties, the reputation &amp; number of employers we work with is growing</li> <li>• Assisting local communities in achieving 3 Star Awards</li> <li>• Strong Dislocated Worker programs</li> <li>• Technology</li> <li>• Interview Stream</li> <li>• Plato, ACT, SAT, Compass alignments</li> <li>• Entrepreneur workshops in each county</li> <li>• Exceeding performance measures</li> <li>• Innovative summer youth program</li> <li>• Strong subsidized programs Disaster Grant.</li> <li>• UI claimants can request their own BHQI form</li> <li>• Regional roundtables with ECD annually</li> <li>• Vocational Rehabilitation &amp; Workforce Essentials have strong placements</li> <li>• Workforce Development &amp; Conference Center at Northfield as a regional training facility</li> <li>• Partnership with Marshall Co Education Foundation to increase # of students who are post-secondary or workforce ready</li> </ul>	<ul style="list-style-type: none"> <li>• Continued expansion of services to employers if funds are available</li> <li>• Enhancement of skills of local workforce through continued expansion of the Career Readiness Certificate program utilizing WorkKeys</li> <li>• Organized industry associations</li> <li>• Transitional job market – shift to service industry</li> <li>• Grow referrals through continued marketing of all partner services to any audience</li> <li>• Growth of non-traditional labor segments (Biotech, Nanotech, Infotech, and Greentech)</li> <li>• Strategic geographic location on I-65 between Nashville and Huntsville</li> <li>• Opportunity to work with all ranges of skilled groups, including those with degrees and high wages</li> <li>• Give attention to entry level skills</li> <li>• Bond Economic and Community Development better with Education</li> <li>• Expand communication network outside or with partners</li> <li>• Work better with RESA (reemployment services assistants) ID claimants before they exhaust their UI.</li> <li>• Strengthen relation with all Adult Education to improve numeracy/literacy.</li> <li>• Assist Dual enrollment youth with services.</li> <li>• Host guidance counselor meetings.</li> <li>• Career Advisor set up in schools to work with those who will not be attending college.</li> <li>• Educate and encourage teachers, city and county government officials to take NCRC</li> <li>• Focus on 18 to 30 year olds to assist with reality checks. This group needs special attention because of drug, attitude and basic skills issues</li> <li>• Training people to anticipate new growth jobs.</li> <li>• Advising professionals in search for new jobs</li> <li>• Career Corners at county libraries</li> </ul>

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	<ul style="list-style-type: none"> <li>• Career Coaches to be available in Middle TN and will cover remote counties and schools</li> <li>• Use Executive Summary of the Nashville Economic Market area to identify new growth opportunities</li> <li>• Vocational Rehabilitation lessened disability standards (Priority categories) for opportunity to serve more people with disabilities</li> <li>• Programs for felons to go to work</li> <li>• Increased healthcare placement opportunities through a partnership with Centerstone</li> </ul>
<b>Weaknesses</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Shortage of available high wage jobs</li> <li>• Lack of Skills among a large segment of the workforce</li> <li>• Misconceptions of employers &amp; job seekers about kinds of jobs &amp; services offered through career centers</li> <li>• Lack of understanding of scope of services available due to communication</li> <li>• Providers to establish more innovative training for high demand areas</li> <li>• Encouraging basic skills deficient out of school youth to seek Adult Education and career center services</li> <li>• Lack of incentives for Families First customers to go to work</li> <li>• Because of GM and supplier closures, large number of dislocated workers are emerging</li> <li>• Disability Navigator services</li> <li>• People with disabilities in high school cannot receive regular H. S. Diploma or GED, because of their low educational skills ability. This limits work options for them</li> <li>• Technology Infrastructure</li> <li>• Limited funds for Marketing</li> <li>• Referral visibility</li> </ul>	<ul style="list-style-type: none"> <li>• Continued loss of jobs due to globalization/automation</li> <li>• Government benefits outweigh work benefits</li> <li>• Our area consistently continues with the highest unemployment rate</li> <li>• Drug and Cultural Issues</li> <li>• Intrinsic value of work (just want position and paycheck and don't take pride in work)</li> <li>• Automation</li> <li>• Continued weakening of the economy</li> <li>• Funding decreases are a continued threat</li> </ul>

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**Goals Identified**

**Shortage of available high wage jobs -**

We are working to identify career paths within industries that will lead to high-wage jobs. This method provides training opportunities within industries, allowing workers to secure jobs, work, and then resume additional training for more advanced careers.

**Lack of skills** – We are promoting use of the Career Readiness Credential (CRC) to quantify the number of people with skills (Gold, Silver, and Bronze). We have awarded over 14,000 certificates in the past 4 years. Our economic development partners use this in defense of the common misconception that because of the rural geography in which we live, our workforce is lacking in skills. And, we actively solicit those who have not yet earned a Career Readiness Certificate to remediate at the Career Center until they do achieve CRC success.

**Technology Infrastructure** – Work with Connect TN in each of our counties to move communities to increased readiness with technology.

**Limited Funds for Marketing** – We are faced with the challenge of appealing to the masses without much of a budget for traditional advertising and marketing tools. We therefore look for opportunities to share our available resources through newspaper and radio coverage of events, opportunities to serve as “employment experts” for features, share informative articles, websites and upcoming events with our

facebook/twitter followers, and opportunities to introduce the brand “Tennessee Career Center”, especially to the emerging workforce of 18-22 year olds. We measure our coverage by counting our media hits, promote our website and measure usage of it, by the number of followers/interaction on our facebook/twitter accounts, and sponsor programs through our Workforce Board, communities, and chambers which also provide insight as to our resources at the Tennessee Career Centers.

**Referrals [2 way] visibility** – We continue to address this issue with partners at each location through staff development activities, job placement team meetings, and process improvement discussions.

**Misconceptions of employers & job seekers about kinds of jobs & services offered through career centers –**

Employ various tools including:

- Newspaper and radio stories and features
- Business Services Representatives call on new and existing customers throughout the region
- Participation in area chamber/existing industry networking activities
- Partner with other agencies (e.g. SCHRM, Chambers, USDA, local economic development agencies, etc.) to present employer workshops

**Lack of understanding of scope of services available** – Employ various tools including:

- New Customer orientations

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- Placing a Menu of Services in each customer's hand upon arrival at the Career Center
- One on one discussion of customer needs, both for job seekers and employers

**1.2: Governance and Social Responsibilities**

**1.2a Organizational Governance**

The South Central Tennessee Workforce Board operates as a committee of the Central Tennessee Workforce Alliance, our corporate entity. Each County Mayor, along with the Chairman of the Workforce Board, serves on the corporate board of directors.

Workforce Board members are nominated by the County Mayors and are selected to represent appropriate segments and partners as identified in the Act. The SCTWA serves as the grant recipient and governing body of the Workforce Investment Act Grant funds for LWIA 10, and was assigned these duties through the formal consortium agreement signed by the county mayors, and by which they assume ultimate fiscal responsibility.

Policies and procedures are established by the SCTWA Board, Workforce Board and staff, in accordance with the Workforce Investment Act of 1998, with guidance from the USDOL and the Tennessee Department of Labor and Workforce Development.

All staff participate in an annual performance review process with his/her supervisors. Included in the performance review is the opportunity to set personal performance goals, and determine the course of action needed

to reach each goal. Ultimately, all staff is expected to meet and exceed program performance measures, and review of these measures is a part of each quarterly meeting, and each semi-annual Regional Review with staff.

A number of processes are employed to ensure fiscal accountability. Each subcontractor is monitored by our internal monitor and Assistant Director of Fiscal Services. External monitoring is provided annually by the PAR (Program Accountability Review) team of the Tennessee Department of Labor and Workforce Development. Additionally, and independent audit is performed each year with results reviewed with the SCTWA Board of Directors.

**1.2b Legal and Ethical Behavior**

To promote and ensure ethical behavior of our board, all Workforce Board members are required to sign Conflict of Interest statements as a condition of membership. The statement is reviewed as part of the Workforce Board Member Orientation.

The SCTWA's Equal Opportunity Officer is responsible for training all staff in prevention of discrimination. She also handles any complaint by either a customer or employee following established grievance procedures that includes notification of appropriate TDLWD staff.

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**1.2c Support of Key Communities**

We have identified four categories of social responsibilities in which we are governing and addressing.

***Reduction of our footprint*** – At each of our locations, we are encouraging **recycling** of waste products, including paper and plastic. We also require **carpooling** to meetings and/or conferences when feasible. Also, participating in **Webinars** reduce the travel required and allow more staff to participate. **Energy efficiency** is addressed by setting thermostats just a few degrees lower during operating hours in the winter, raising just a few degrees in the summer, and raising awareness within the organization of the need to be conscious of adjusting the thermostat appropriately when the centers are closed. Finally, we are refocusing efforts on the availability of **Online Resources** which allow access to information without requiring all information be printed in hard copy format.

***Education of our communities on social issues, e.g. drug abuse, identifying available resources and searching for potential solutions*** – We incorporate into workshops, meetings with employers, presentations, and partnership opportunities facts about **drug use** as it relates to workforce development, employers who are willing to hire **ex-offenders**, and **dropout rates and the effect of a lack of education and skill development** on the job seeker and the community. We partner with many of our school systems to suggest **what parents can do**

to assist in career development with their children, and plan to incorporate this into our emerging Summer Youth activities.

***Community Involvement*** - Employees at all locations and in all positions within the organization are encouraged and allowed to participate in community efforts related to workforce development within our area. Staff members **serve on local boards** of economic development organizations, chambers of commerce, organizations such as the Boys & Girls Clubs, and college and school advisory boards; **participate in leadership programs** such as Leadership Maury and Leadership Middle Tennessee; **support, participate in, and benefit from United Way programs**; and are **encouraged to volunteer** in a variety of efforts throughout our region.

***Leveraging with other Non Profits*** – Through our association with other non profits, we are able to spread the word of how we can assist their customers with finding jobs, upgrading skills, and improving their lives. We partner with a number of organizations in each community, including chamber committees, United Way, Senior Citizen Centers, Education Foundations, and Three Star Community programs. We often have the opportunity to present to and participate with local civic organizations, community advisory boards, and family centers.

Our company actively seeks other grant opportunities that complement and support the mission of our company and



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serves our communities. Our efforts have been successful in securing additional non-WIA programs and associated funding, including Jobs for Tennessee Grads through the Tennessee Department of Education, Adult Education for Maury County, Maury County's Imagination Library, WIRED programs for the Tennessee counties included in the Tennessee Valley WIRED funding, Tennessee Arts Commission grants, and Big Read grants funded by the National Endowment for the Arts.

**2: Strategic Planning**

**2.1a Strategy Development Process**

Our organization employs a number of methods to continually set strategy, receive feedback, review quantifiable results, and feed back into strategy refinement and development of new strategies. Formally, strategic planning is conducted annually. Career Center partners are invited to participate in sessions in to plan future services based on SWOT analysis. The sessions are strategic in nature and focus on Career Center system goals and t. We follow the structure provided by the Tennessee Department of Labor and Workforce Development's (TDLWD) Workforce Development Unit. Results of these sessions are then shared electronically to all partners and workforce board members, encouraging comments and suggestions. Annual plan modifications follow the same process, again following the format provided from TDLWD. Once the plan/plan modifications have been developed in draft format, the document is placed online for public review. Email blasts are sent out to

publicize the availability of the draft plan, with availability of print copies if requested. The SWOT Analysis is the foundation of the strategic planning process, and is a valuable tool that allows partners to visualize our strengths, weaknesses, opportunities and threats, and to continually improve our performance across the region as the public workforce system in southern middle Tennessee. (See SWOT Analysis in Section 1.1b)

One of the most important strategies of the SCTWA is to determine how we prepare workers for high-skill, high growth job opportunities. Starting with accessible and accurate data, we identify the high-skill, high growth regional job opportunities. We use two main data sources, Economic Modeling Strategies, Inc (EMSI) and The Source, a product of the TDLWD's Labor Market Information Unit. We regularly distribute the information to jobseekers, economic development partners, public officials, and the media in an effort to continually educate and orient those considering training so that customers can make well informed and educated decisions of training options.

A number of career awareness workshops, activities, and customer research activities are also part of the services provided by the Career Centers for those contemplating training options. Emphasizing the need for Career Readiness Certificates helps the job seeker in getting a clear picture of current skill levels, and the corresponding high growth job opportunities provides the job seekers

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an accurate interpretation of current foundation skills, and allows the job seeker to determine if he/she desires to work on increasing skill levels through the use of a number of tools available at the Career Center, and therefore become more prepared for the skill foundation required for high demand, high growth jobs. We continue to work toward a strategy of funding only targeted segments, and anticipate completing these efforts in the coming program year.

## **2.2 Strategy Development**

We work as regional economic development partners in the following configurations:

Regional partner with TVA - Deborah Cameron, TVA Economic Development Project Manager for the Middle Tennessee Region includes our organization in economic development activities in the eight county region of Giles, Hickman, Lawrence, Lewis, Marshall, Maury, Perry and Wayne. Our Tennessee Career Centers often serve as the meeting place for these TVA led activities.

Regional partner with LWIAs 8 & 9 - Nashville Chamber of Commerce "Labor Market Opportunities in the Nashville Economic Area" study includes counties throughout Middle Tennessee.

Regional Partner with Northern Alabama through WIRED - Jan McKeel as Executive Director of our company, sits on the Board of Directors of the Valley Innovations Alliance, an association of 23 counties in Northern

Alabama and Southern Tennessee that provides planning, strategy development, and grant funding for the broader region.

Regional Partner with all eight county Economic Development Organizations in our LWIA - Through periodic meetings, activities, and service on various local ECD boards, we represent the region. Our local workforce board also includes as directors ECD representation from our counties, specifically Lawrence and Maury.

### **2.2a Action Plan Development and Deployment**

As previously discussed, education and awareness of job opportunities in high growth fields is key to assisting job seekers in making solid decisions that will best contribute to career development goals. Job seekers desiring to access career center scholarships are required to adequately research job opportunities and local availability, related salary information, required training to perform the job, and opportunities with the career for continued training and advancement.

As part of our quarterly Workforce Board meetings and semi-annual Regional Reviews, the Training Related Placement Report is issued and reviewed. This report surveys program completion rates, placement wages, training related placements of all training opportunities funded in our area. This report is monitored to alert us to programs that may be having difficulty graduating students, or training programs which may be

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producing graduates who are having difficulty obtaining employment in the field of training, or programs from which graduates are not successfully replacing wages. This report is widely distributed, and Career Advisors use it as a basis of discussion with those seeking Career Center Scholarships. There have been programs removed from our eligible training options based on poor results as tracked from this report. We have also requested training providers to review and upgrade curriculum based on poor results.

Each year in May, SCTWA senior management presents to our SCTWA corporate board our draft budget for the upcoming program year, with options for how budget deficits will be met, or suggested line items increases when the projected revenues allow. It is in this budget review and discussion that priorities are set and funded. From this annual review, senior management is charged with the objectives that we must meet in order to achieve financial overall goals for the next program year. The budget and its priorities are then communicated to the Workforce Board with opportunity for input into strategy development as we plan deployment through the workforce system.

A number of quantitative measures are reviewed on regular basis to measure our success in implementing strategy. Along with the negotiated performance standards displayed in Figure 7.1.1, we review:

- Average Daily Traffic by Career Center

- Weekly # of Career Readiness Credentials awarded by Career Center, and by Level – Gold, Silver, Bronze
- Monthly Workshop Attendance
- Monthly Financial Review
- Quarterly Program Exit Review

***Addressing skill shortages through apprenticeships*** – Skill shortages are being addressed in a number of ways. We have struggled in attracting applicants for the Tennessee Apprenticeship Assistance Program as we have only 2 registered apprenticeship programs in our area, and these programs have drastically reduced the number and frequency of apprenticeships. We are now working to educate employers on the benefits of using apprenticeships as a means of training with the goal of adding registered programs to the area training options. Recently, Cytex Industries approached us and expressed interest in creating an apprenticeship program for Electrical & Instrumentation Technicians as they anticipate a need due to the retiring baby boomer workforce. Electrical & Instrumentation Technicians install, service, troubleshoot; perform preventative/predictive maintenance on equipment and service high voltage electric systems, repair, and test, adjust, and/or calibrate and install electrical equipment.

In a recent survey of Business and Industry in LWIA 10, employers felt that over the next 5-10 years there would be a need for approximately 30 individuals needed to perform the duties of an Electrical & Instrumentation Technician.

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The skills possessed by a seasoned E & I Technician include: math, mechanical, safety, computer operation, communication, critical thinking, troubleshooting, and manual dexterity. To address this skills shortage, Tennessee Technology Center of Hohenwald and Cytec Industries (a local manufacturer) have collaborated to develop a training plan to include: Classroom training, On-the-Job training, lab activities, and in-house training (combining classroom training and on-the-job training). An application is in development for this program, and the Tennessee Apprenticeship Assistance Program could provide much needed assistance not only to Cytec Industries, but other business and industry throughout the LWIA by training incumbent and/or new employees.

***Services in a challenging economy***

The following observations/actions provide insight as to how the economic downturn has affected our services at the Career Centers in our area.

- Average Daily Foot traffic in all our centers is over 600 per day, plus more per day than last year at the same time – an increase in daily visits.
- Purchasing additional classes to meet the needs of laid off job seekers and eliminate the wait time for certain classes, such as LPN training and Emergency Medical Technician (EMT) training.
- Hire Dislocated Worker as interns to work at each career center to better equip them with needed customer service skills, and to

assist with the increased traffic in the Career Centers.

- Perry County has been in the top ten Highest Unemployment counties in the nation because of the Fisher closing since July 2008. We have purchased classes with TTC Hohenwald and Columbia State Community College to help meet the training needs in Perry County, and to bring the classes to Perry County and eliminate the travel outside the county typically required for jobseekers seeking training.

To address the changing concerns of our customers, the Tennessee Career Center in Columbia sponsored a Resource Fair – *Survival Skills for Tough Economic Times* - on January 23, 2009 which was attended by approximately 100 people and featured more than 20 exhibitors with access to relevant and useful resources. Exhibitors included agencies representing legal aid, housing, healthcare, adult education to help those due to the down turn in the economy.

A number of new workshops have been introduced to address timely topics. We are sponsoring workshops –*Managing Your Credit and Budgeting to Survive a Recession*- to assist customers with financial needs they may have during these troubling economic times. With numerous job seekers competing for employment, LWIA 10 will be offering *Social Media*, a seminar to help business leaders and job seekers learn how to better utilize LinkedIn, Facebook, Plaxo and Twitter. We also will be scheduling

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*Jobs of the Future* workshops to include Green Jobs, Biomed, and Federal Jobs.

Our Career Centers are seeing a growing number of professionals who have experienced downsizing. To better serve this segment, we are partnering with individuals in Professional and Upper Middle Management to form a Focus Group to determine if there is a need for a Career Transition Group for individuals in our area who have lost jobs in the Management field.

Another new workshop entitled *How to Pay for Post-Secondary Education* will be offered for dislocated workers looking for a career change or an upgrade of their skills. This will also be marketed to parents of high school students in an effort to provide valuable information of available resources.

Advancing entrepreneurial skills is an option for some individuals finding themselves unemployed or needing to supplement income. A series of Entrepreneurial Workshops are being conducted in four of our counties – Perry, Wayne, Hickman, and Marshall – as the capstone to workshops cosponsored with USDA Rural Development and the Buffalo Duck River Conservation District. Workshops geared toward tourism, customer service, and developing destination businesses were conducted in Perry County and attended by over 300 people from across the region. From these initial efforts, over 70 potential entrepreneurs/small business owners are following curriculum provided by SCORE, Counselors to America's Small

Business. At the conclusion of the workshops, students will have collected all the information needed to write a business plan for their proposed venture. Completed business plans will be submitted to Columbia State Community College, and those submitting the best plans will be paired with a paid mentor, funded with a grant from the USDA. We are anxious to see this plan through a complete cycle, and anticipate that there will be at least one successful start up or expansion in each of the four counties. For those who do not carry through with establishing a business, they will still have gained valuable entrepreneurial skills which are increasingly named as required by employers.

**2.2b. Performance Projection**

Reports generated through eCMATS data collection system, along with the newly available Dolce Vita stem are our main tools in projecting performance. Budget performance is reviewed monthly, and is imperative when a company with our revenues (approximately \$5 million annually) runs with as small a percentage of carry over funds as we annually plan. Since the inception of the Workforce Investment Act, we have followed the strategy of wisely investing as much of our annual allocation as we safely can each year, thus allowing for only a small carryover percentage, sometimes planning for as low as a 3% carryover. This fits with the USDOL recommendations to expend funds, and has been necessary as we have witnessed funds decrease to the system over the years while we have

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made strategic decisions to continue to grow our services.

One of our goals is to of course exceed planned performance in such a way that we are eligible for incentive funds made available from the TDLWD.

**3: Customer and Market Focus**

**3.1a Customer and Market Knowledge**

The South Central Tennessee Workforce Board, in compliance with Section 122, "Identification of Eligible Providers of Training Services," and Section 195, "General Program Requirements," of the WIA legislation, conducts in-depth research, gathers complete and verified information, and thoroughly evaluates all service providers specifically pertaining to past performance in job training or related activities, fiscal accountability, ability to meet performance standards, and non-duplication of services.

The Workforce Investment Act (WIA) emphasizes informed customer choice, performance, and improvement.

Training providers must be determined eligible to receive WIA funds to train eligible customers prior to becoming WIA training providers. Section 122 of the Workforce Investment Act states that the primary consideration in selecting agencies or organizations to render training services is based on demonstrated performances in the completion rates for all individuals participating in the program. To be determined subsequently eligible to receive WIA funds, a provider must submit to the South Central Tennessee Workforce Board verifiable program-specific performance

information. These training providers were identified by our workforce board at the start of the Workforce Investment Act in July, 2000; and any new training providers must be approved by the South Central Tennessee Workforce Board.

The South Central Tennessee Workforce Board approves new training providers based on the information in the application received, reasonable cost and location. Also, the programs recommended for funding must be programs leading to occupations in demand in our local area or surrounding areas as identified by our workforce board; namely LWIA 8,9, and 10, and those occupations identified in the recognized labor market information systems (The Source, Economic Modeling Specialist, Inc (EMSI) database and the Tennessee Job Outlook). Once our local board approves the training provider, the information is forwarded to the state appointed administrative entity, Tennessee Department of Labor and Workforce Development Eligible Training Providers List (ETPL), for publication on the Tennessee Eligible Training Providers' List.

The SCTWA produces, studies, and makes available through the Career Centers quarterly reports on training exits that shows all WIA or TAA funded programs, average pre-and post wages for each training program participant, the number of training related placements, training completers and percentage of wage increase or decrease after training. The report results attempts to measure the effectiveness of each training program

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we fund. The results of the report are shared with our career advisors to use when counseling career center customers who are seeking training services. The goal is to avoid funding programs that are not providing self-sufficient wages for our career center customers, and these reports are another tool in allowing customers to make their own best choices.

Many other pre-training activities are required to promote career training success and to prepare jobseekers to meet employer needs. Included are:

- Pre-Scholarship Workshop – 15 hour workshop that focuses on time management, study skills, and motivational topics;
- CNA training is required prior to entering a nursing program;
- A National Career Readiness Certification (NCRC) is required prior to/before completion of selected training program. The Career Readiness Certificate is a credential that is recognized by most employers, and the credential validates that a job seeker has basic workforce skills.

According to the Source and Tennessee Jobs Outlook, the best and most numerous job opportunities for the next 10 years will be in the fields of health

care, education, local government and retail. Over 2,800 new positions will be available in three areas: Figure 3.1.1 identifies these high growth job opportunities in our area:

- Health Care: Over 1,239 new positions with salary range between \$28,000 to \$74,800, with an average of \$51,400.
- Educational Services: Over 908 new positions with salary range of \$39,500 to \$42,000 with an average of \$40,750.
- Social Assistance: Over 719 new positions with salary range of \$22,486 to \$37,874.

Also, we will see excellent growth in General and Operational Managers, Office Managers, First Line Supervisors, and Auto Service Technicians. There will be over 1,100 new opening in these fields with salary ranges of \$25,700 to \$53,900 and averages of \$40,000.

These new opportunities will require improved skill sets of math and comprehension, with the ability to master changing technology.

Skill shortages remain in the health care, information technology, and advanced manufacturing fields.

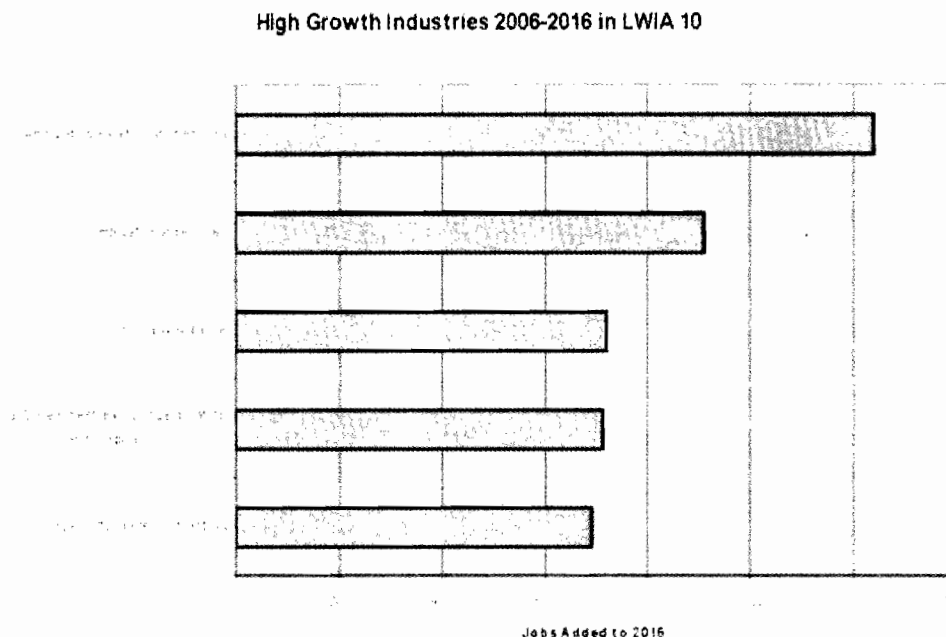


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Figure 3.1.1: High Growth Industries 2006-2016 in LWIA 10



#### **2010 Target Industries**

##### Health Care and Allied Health

- Encouraging youth to enter into health care professions starting with HOSA classes in high school (CNA training during school breaks)
- Encouraging bridge programs from LPN to RN or 4 year degree to RN programs. Local area recently hosted information session at our career center to encourage LPN to RN training for our recent graduates of our special WIA LPN training programs.
- Our local area funded special classes in Health Information Technology, Licensed Practical Nursing, Medical Billing and Coding, Certified Nursing Assistant, to help meet the training needs of dislocated

workers and employers in our area with GM and Sanford closing.

##### Educational and Social Services

- Focus on 2 plus 2 programs and Teach Tennessee to prepare teachers for the workforce. Provided funding for 15 dislocated workers in the Teacher's Certification Degree Program through Belmont University This program is designed for those with a Bachelor's degree to acquire a teacher's certification. All successfully completed the program and are earning wages averaging \$23.48.

##### Social Assistance

- Social Workers and Human Resource Assistants



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**Clean Technology**

**(emerging focus in our region)**

SCTWA hosted two six day Solar Photovoltaic Technology Workshops sponsored by the University of Tennessee, Center for Industrial Services. The workshop prepared customers for the entry level North American Board of Certified Energy Practitioners (NABCEP) certificate of knowledge certification exam. In addition to the two workshops, 38 customers completed a one year Solar Photovoltaic Technology training program offered through the Tennessee Technology Center at Pulaski. Ten completed the Green Technology training program offered by the Tennessee Technology Center at Hohenwald. The average wage earned by those completing the Solar classes is \$15.59 and the average wage for those completing the Greens Jobs Technology classes is \$15.15.

- By the end of 2012, cumulative solar power capacity is expected to exceed 23 MW.
- Over 6,400 Tennessee jobs are in solar and solar-related industries, including solar photovoltaic installers, team assemblers, electricians and energy auditors, according to MTSU's "Green Jobs Report" (2011).
- Since 2008, there were 33 new entrants in Tennessee's solar

value chain—15 of those in 2010 alone.

- The American solar industry grew by 69% in the past year, making it one of the fastest growing sectors in the U.S. economy, according to the Solar Energy Industries Association.

Tennessee has succeeded in cultivating jobs in recycling, waste treatment and water management, among other conservation industries; jobs in Tennessee's clean energy economy grew by more than 18 percent between 1998 and 2007, compared with 2.5 percent growth in all jobs in the state.

- *Large and fast growing.* Three states have large and fast-growing clean energy economies: Colorado, Oregon and **Tennessee**. In 2007, each of these states exceeded the national averages for both the number of jobs in the clean energy economy (15,106) and the average annual growth rate for those jobs (1.9 percent). These states are geographically dispersed, demonstrating that location is not the sole factor in the success and vitality of a state's clean energy economy. **Tennessee** has had success developing jobs in the Conservation and Pollution Mitigation category, which includes recycling, waste treatment and water management; more than three quarters of the state's jobs in the

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clean energy economy are in this category.

- Job growth in the clean energy economy has had a slight edge over total job growth in 18 states: Alabama, Arizona, Arkansas, California, Colorado, Kentucky, Louisiana, Maine, Minnesota, Missouri, Nevada, North Carolina, Oklahoma, Rhode Island, **Tennessee**, Texas, Vermont and Washington.

Information above provided by *The Clean Energy Economy: Repowering Jobs, Businesses and Investments Across America*, a groundbreaking analysis by The Pew Charitable Trusts.

A number of efforts are underway to focus on special populations, such as persons with disabilities, ex-offenders, and aging Americans. Examples of how we are developing strategy are listed below:

***Workforce Development & Conference Center at Northfield:*** Utilizing the \$5M grant received by the State of Tennessee's Economic and Community Development to broaden the SCTWA's impact on workforce development in the South Central TN area. The WDCC at Northfield's three components encompass:

- Training
  - The facility houses a number of diverse educational institutions which enables them to extend their curriculum to

an additional location and offer it to students in the middle Tennessee area.

- Conference Center
  - Centrally located in Middle Tennessee and conveniently off of the Saturn Parkway adjacent to I-65, Northfield is the ideal location for regional conferences, employee training sessions, or association meeting.
- Commercial Space
  - TRG Customer Solutions and Solitility are businesses currently leasing space with an additional 250,000 sq ft still available.

***NEG \$8.4M Dislocated Autoworker***

***Grant:*** Providing services to an enrolled 1121 former autoworkers (and eligible spouses) displaced by the November 2009 layoff by General Motors-Spring Hill, Penske, Johnson Controls, Premier and Spontex. As of December 6, 2011, customers are receiving the following services:

- 273 in training
- 806 in intensive services
- 40 in core services
- 77 receiving support

***NEG Disaster Grant:*** The NEG Disaster Grant approved funds for the following South Central TN Workforce Alliance counties: Giles, Hickman, Lawrence, Lewis, Marshall, Perry and Wayne. These funds were used to create temporary jobs (Disaster Relief Employment) to assist in the clean-up

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and restoration efforts as a result of the flooding & tornadoes in our area.

The initial grant received was \$429,000. 91 customers were placed in subsidized employment. There were 26 employers who participated.

**NEG On-the-Job Training Grant:** The On-The-Job Training program was initially entitled "100 Jobs 100 Days". This initiative recognizes the investment in training employers make when adding new employees and reimburses employers up to 50 percent of the training wages. The grant originally started at \$324,000 and the SCTWA was later awarded an additional \$88,500 bringing the total to \$412,500. As of December 2, 2011, 327 jobseekers have been determined eligible for the program and 121 have been hired.

**Entrepreneurship Grant:** The SCTWA was awarded a \$250,000 Entrepreneurship Grant by the state to help entrepreneurs turn ideas into businesses.

**Persons with Disabilities:** Tennessee's Vocational Rehabilitation Division is currently working only with those who are Priority I (most significantly disabled). LWIA 10 applied for and was one of six areas who received the Disability Employment Initiative grant. This grant will begin in January 2012 and will run for three years.

**Sheriff's Department Workshops – Giles County Pilot:** Twenty women and sixteen men have completed the Pre-Employment Workshop at the Giles

County Jail in Pulaski. The program started 2/27/08. The workshop is held on Wednesdays from 8:30-11:00am. The curriculum addresses how to improve employment outcomes for persons with criminal histories through multiple strategies, including assessment testing, job readiness, and job development. They are made aware of career center services, practice typing skills, prepare for the WorkKeys tests, and complete resumes. At the end of the session, each participant receives a certificate of completion.

**Adult Court Referrals:** Giles County Career Center has received approx 85 referrals from the General Sessions Judge this year. Staff attends court once a week on Tuesdays. Referrals come to the center for GED's, training assistance, and employment assistance.

**Aging American:** SCTWA and our Career Centers work to ensure we are interacting in a number of ways to provide services to aging citizens, and to target this population for our services. We currently have mature workers assisting by answering the phone and making document copies in two of our career centers. We encourage all from the mature worker programs to apply for internships at the centers. From July 1, 2007 till June 30, 2008, 270 mature job seekers (ages 55 and older) received WIA services from our eight county area. Since July 1, 2008, 128 have enrolled for services. The director of the SSCEP programs, Pamela Morris, is a member of our Workforce Board. Staff member Rick Molder serves on the Maury County Senior Citizens Board of

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Directors and provides career center services information to this group on an on-going basis. Staff attends quarterly meetings of the Aging and Disability Advisory Council through the South Central TN Development District and give updates on career center services available in each of the eight counties.

***Dislocations:***

Our eight county area has witnessed an incredible amount of job loss during the past year through dislocations and closures. Our area has consistently had one of the highest unemployment rates among LWIAs in the state for the past four years.

A WARN notice is sent to Dislocated Worker (DW) coordinator. The DW coordinator contacts the affected employer to determine a date to meet with company management to explain the services which will be available to the affected employees. The coordinator then contacts the regional assistant director to coordinate an initial meeting with management and union representatives, if applicable. At this meeting management is briefed on programs and services which will be available to workers affected by the layoff. A mass meeting with employees is scheduled at an appropriate time and plans are made to get information to the affected employees so that they will be aware of available services. Other service providers may be invited to attend this meeting to explain their services to the employees. Surveys are distributed to employees to determine possible interest in training.

Fisher (TeamLinden) – TeamLinden started the year with approximately 300 employees remaining out of a total work force of 425. These remaining 300 employees are to be laid off by the end of 2008. Since this company is one of Perry County's largest employers, the layoffs have resulted in an unemployment rate of 20.3 percent which is the highest in the state of Tennessee and the third highest rate of any county in the nation. Very few jobs are available for these dislocated workers in the local area. Many will have to commute 50 – 75 miles one way in order to find comparable replacement employment.

Intermet – Giles County. This auto parts supplier is suffering from the general decline in automobile manufacturing in the U. S. Total number of employees affected is 105. Many of these workers have been able to obtain employment in other manufacturing facilities in the area.

Swisher – Lawrence County. This company produces lawn mowers and other outdoor products. The company closed at the end of July with 89 employees affected. Through a restructuring and transfer of ownership of the company to new owners, the company has reopened under a new name and most of the affected employees have been hired by the new company.

In the last ten years, LWIA-10 has significantly been impacted by plant closures and an erratic unemployment rate. The LWIA has consistently had the

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highest unemployment rates in the State. Below is a chart of

unemployment rates in the area for the last two years.\*

Figure 3.1.2: Unemployment Rates for LWIA 10

COUNTY	July 2010	July 2011
	Unemployment Rate	Unemployment Rate
<b>Giles</b>	<b>13</b>	<b>11.5</b>
Hickman	11.2	11
<b>Lawrence</b>	<b>14.2</b>	<b>13.4</b>
Lewis	14.3	13.2
<b>Marshall</b>	<b>15.7</b>	<b>14.2</b>
Maury	14.3	12.9
<b>Perry</b>	<b>14.6</b>	<b>14.7</b>
Wayne	12.3	12.4

\*These figures were taken from the Source, Tennessee Dept. of Labor and Workforce Development.

Marshall and Maury Counties, as well as other counties in the LWIA, have been significantly impacted by the GM and supplier closures in 2007. This shutdown resulted in 4,000 dislocated workers. Many of these used the Career Center for core self-directed services, and 235 were registered for WIA staff-assisted services. Of those 235, 130 have become employed, and 105 are in job search and/or training. Some of the suppliers have re-opened, with some doing different job activities, and new suppliers have evolved. The Career Center is working with suppliers to assist in hiring processes and with on the job training. However, the unemployment rate still remains higher than it was prior to GM and supplier shutdowns.

Maury County and other LWIA-10 counties have also been impacted by the closure of Plastech in Franklin with 86 Maury County residents impacted by this shutdown and Pretty Products in Mt. Pleasant with the layoff of 65.

In Hickman County, the closure of YKK, a manufacturer of snap fasteners for jeans, caused the unemployment rate to rise. Sixty-eight employees were dislocated due to this closure. Of these 68, 35 were registered for WIA services, with 24 of those now employed, and the remaining 11 in job search or training.

Our youth programs have a tremendous opportunity to influence, motivate, and facilitate career development among our emerging workforce.

With the assistance from the Tennessee Career Centers, many participants have been able to go on to pursue their educational dreams and careers.

### **3.2 Customer Relationships and Satisfaction**

#### **3.2a Customer Relationship Building** Our Vision for Training

Our vision is to continue to develop and nurture relationships with employers to provide the services of training grants in a

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professional and timely manner. On-the-job, Customized and Incumbent training have been and will continue to be a much needed and appreciated tool for employers. We want to ensure that all the grants funds provided will upgrade our current and future workforce for the jobs of the future. We will target our training dollars to match targeted industries identified in our area by labor market information, our economic development partners, and trends in local employment.

**Our Goals**

1. Increase the number of skilled shortage partnership training grants accessed by employers to close the skill gaps in the health care, information technology, and advanced manufacturing fields.
2. Integrate work and school based learning for high school students to develop sound career pathways, extensive assessments and job skill enhancements centered on high growth areas.
  - a. Sponsor annual Career & Technical Training Provider fair with local school systems and colleges for 1,300 graduating seniors to become aware of the career clusters and training opportunities after high school.
  - b. Increase the number of Career Readiness Certificates awarded to high school students before graduation, and recognize those earning Certificates at high school Honors Programs and Graduation Ceremonies.
  - c. Continue to grow our Jobs for Tennessee Graduates program (currently in all 8 counties).
- d. Encourage, promote, and find non-WIA funds to grow Project Lead the Way pre engineering curriculum in our school systems.
3. Promote incumbent worker program to spend 100% of the funds allocated to employers meeting state and local criteria for approval.
4. Utilize the 30 employers who have agreed to interview and/or hire ex-offenders by offering on-the-job training and federal bonding for re-entry to the workforce. Partner with police departments, probation and parole officers, Department of Corrections and other community based organizations to also aid with the re-entry into society, and to provide resources to prepare ex-offenders for the Career Readiness Certificate.
5. Engage business, industry, education, economic development, and community organizations to identify workforce needs and develop strategies and solutions to address those challenges by hosting monthly Breakfast Brainstorm (listening tour) sessions and county workforce conferences throughout the 8 county area.
6. Use monthly job placement team meetings as a tool for Career Advisors to discuss job ready customers for job development with Business Services unit. This can also be used as an incentive to promote On-the-Job training with employers to help the customer gain the experience and skills needed to excel in the workplace.
7. Target industries and use new marketing strategies to increase presence in Spring Hill area due to high volume of growth.

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8. Identify 4 employers in each community who are not using Career Readiness Certificate as a hiring tool and promote the benefits of using the Career Readiness Certificate. We currently have more than 50 employers regularly using this tool.
9. In partnership with TDLWD, award 2 Apprenticeship Assistance Program

training grants to businesses with a skills shortage or high growth demand occupation.

Youth Programs

Jobs for Tennessee Graduates programs in our area are located in all eight counties, which include 13 high schools.

**Figure 3.2.1: Jobs for Tennessee Graduates (JTG) Program**

	Giles	Hickman	Lawrence	Lewis	Marshall	Mauy	Perry	Wayne	Totals
	47	39	58	35	25	60	36	24	324
	20	31	35	18	8	53	26	10	201
	35	35	60	35	35	60	35	35	330
	45	37	55	35	25	60	35	24	316
	30	20	37	27	9	33	31	15	200
	2	1	5	0	3	3	2	1	18
	11	16	4	1	10	14	2	6	75
	2		9	7	3	10		2	23

Adopt a Book program provides age-level books to our in-school youth students in Giles, Lawrence, Maury, Perry and Wayne in school youth programs. This promotes literacy and encourages students to be active in their communities. They receive a book a month to read free of charge. It spurs class discussions. Some classes are volunteering to read to elementary students and those in nursing homes.

and the skills necessary for success in the workplace. The paid internships will enable young adults to have a job, gain valuable work experience, earn a wage, and reinvest those wages back into the local economy.

To allow our program to operate this year, we sought employer donations at a suggested amount of \$1,000 as a show of their commitment to creating jobs for the youth of South Central TN. In exchange for the \$1,000 sponsorship, employers will receive up to \$2,000 in wages, plus the SCTWA provided Worker's Compensation & Payroll for the youth workers.

**Summer Youth - 2011**

The goal of the Summer Youth Program is to prepare the emerging workforce with career readiness skills, work ethics,

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For the 2011 program year, 16 youth were placed in work experiences. Of those, 3 were hired by the Summer Youth Employer and 8 have entered post-secondary.

**Types of Jobs focused on the 16 Career Clusters published by TN Department of Education**

- Agriculture, Food & Natural Resources
- Architecture & Construction
- Arts, A/V Technology & Communications
- Government & Public Administration
- Business, Management, & Administration
- Education & Training
- Finance
- Health Science
- Hospitality & Tourism
- Human Services
- Information Technology
- Law, Public Safety, Corrections & Security
- Manufacturing
- Marketing, Sales & Services
- Science, Technology, Engineering, & Mathematics
- Transportation, Distribution & Logistics

**❑ Special Populations that were served:**

- Individuals with Disabilities – Partner with community based programs; School systems for those with Special Education/504

education plans;  
Vocational Rehabilitation

- TANF/Food Stamps  
Eligible Youth - DHS;  
Workforce Essentials
- Veterans 24 & under & eligible spouses – Vet Reps
- JTG class members (WIA eligible)
- “At Risk of Court Involvement” – General Sessions Judges

**❑ Other Program Highlights:**

- **Assessments** used to match to work sites
- **32 hour work week**, paid at \$7.25 per hour with participation in up to eight additional days in workshops focused on workplace readiness, ethics, safety, etiquette, and preparation for Career Readiness Certificate and/or ACT tests.
- **Recruitment tool** for JTG classes, OJTs and Post Secondary Training.

**Targeted Sectors**

Shifts in Tennessee’s employment from manufacturing to services during the 1990s have had a significant impact on the leading industries in LWIA 10. Through the year 2016, it is projected that the top three industries in our local areas that are expected to experience the greatest amount of job growth will be in the Healthcare, Educational Services and Social Assistance,



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Local/State Government and Specialty Trade Contractors. According to Labor Market Information, there should be an estimated 1,239 new and replacement jobs in the Healthcare Sector, 908 jobs in the Educational Services Sector, 719 jobs in Social Assistance Sector, 713 jobs in Local Government Sector and 692 jobs in the Specialty Trade Contractors Sector.

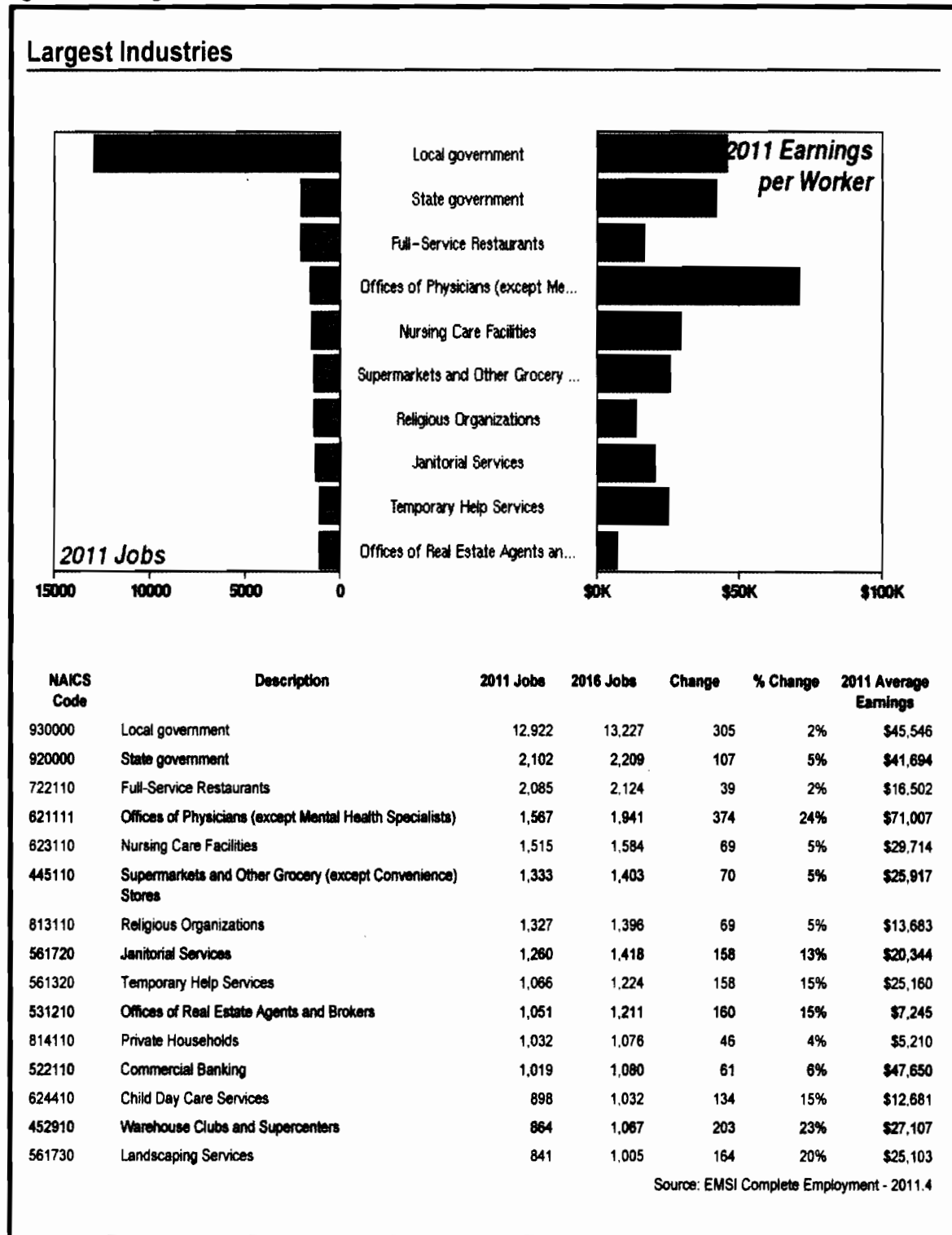
The remaining growing industries through 2014 in LWIA 10 contributing to employment will be in Construction - 418 jobs; Wholesale trade - 333 jobs; Accommodation and Food Services -

322 jobs; Administrative and Waste Services - 272 jobs, Finance and Insurance – 161 jobs; Education Services - 157 jobs.

Specific occupations that will be in high demand according to the current labor market information showing in figures, Figure 3.23: Occupations in Demand in LWIA 10 are First Line Supervisors and Managers of Retail Sales Workers, Real Estate Brokers, Registered Nurse, Practical Nurse, Medical Assistant, Retail Salesperson, Dental Assistant, Reception and Information Clerk and Automotive Service Technician.

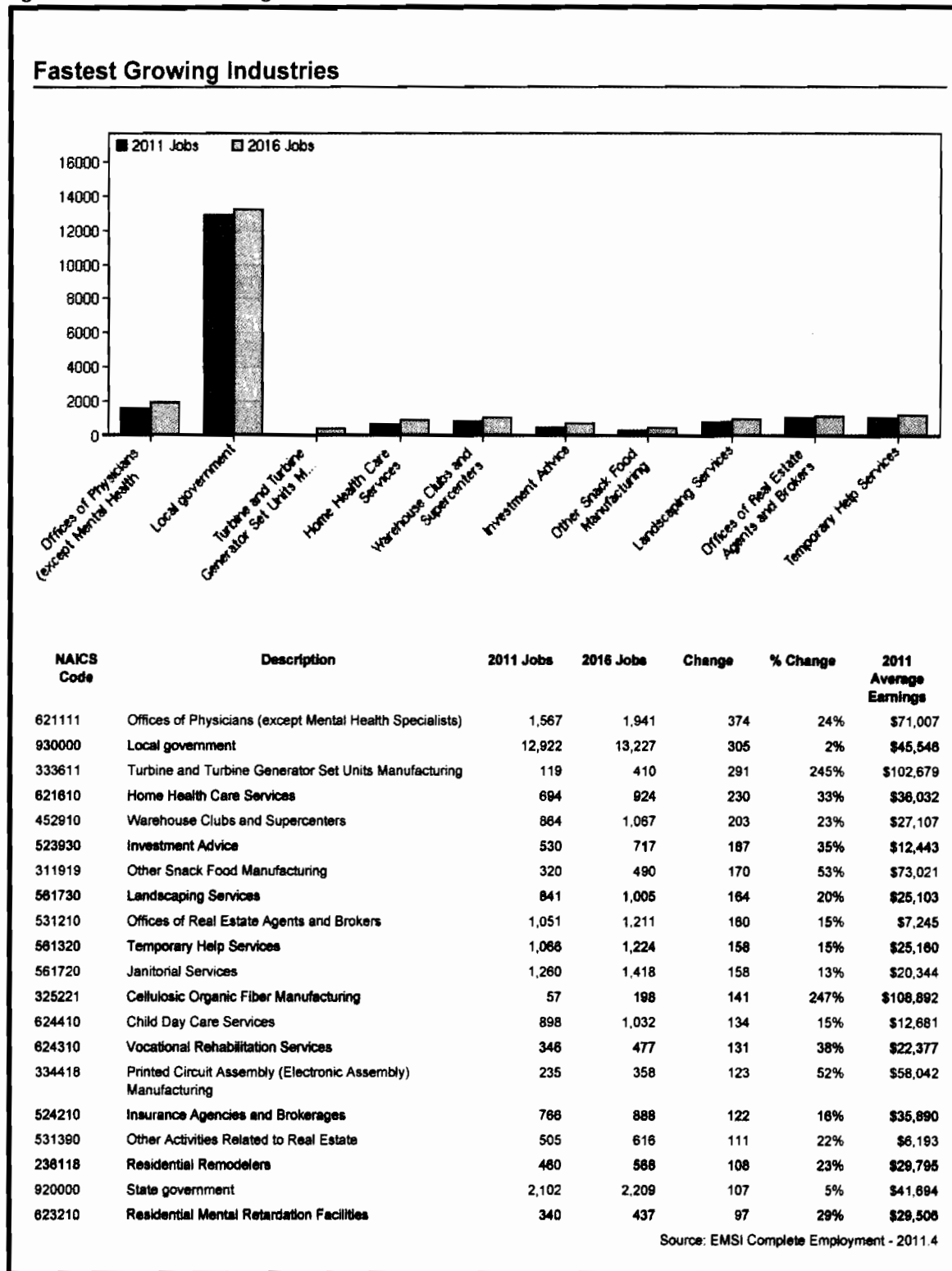
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Figure 3.2.1: Largest Industries in LWIA 10



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Figure 3.2.2: Fastest Growing Industries in LWIA 10

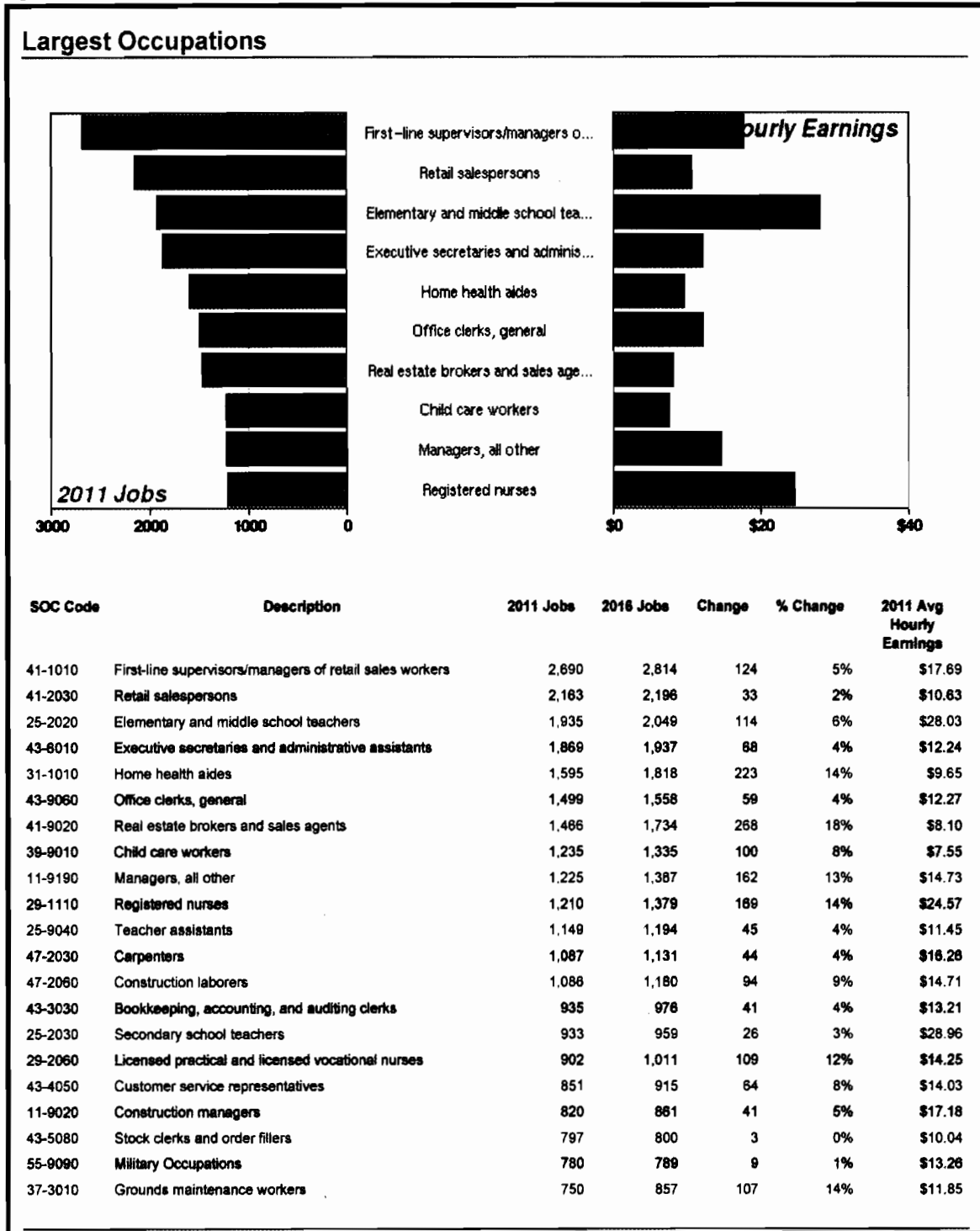


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Figure 3.2.3: Occupations in Demand in LWIA 10



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The charts below, shown in Figure 3.2.4: Occupations in Demand for Green Jobs, give an estimate of the jobs in demand in our local area that will be emerging in the Green industries.

Supervisors, construction managers and laborers, agricultural workers, chemical equipment operators and tenders, mixing and blending machine setters, brick masons, block masons, heating, air conditioning and refrigeration mechanics and installers, electrical and electronic engineers/repairers and assemblers, and carpenters show a significant increase in job openings.

Many Green jobs will require traditional training while other may require specialized training from community college, technology center or major university. Although not yet reflected in trends and analysis, we know there will be tremendous growth in industries connected to the green economy because of federal policy, state and local decisions, and the movement in energy conservation throughout the global economy. Tennessee is positioned to benefit from job growth in

these industries, and recent announcements of large employers moving to Tennessee, such as Hemlock Semiconductor and Wacker Chemie will benefit the entire state.

Team assemblers in many more advanced manufacturing facilities will need to understand basic electronics to produce batteries or photovoltaic cells. Many more equipment sales professionals will need to learn more about energy usage and storage concepts as they develop technical knowledge about some of their green products.

Area contractors seeking to compete for new opportunities will increasingly need to adapt to install solar energy systems in addition to traditional heating and cooling systems. Other area contractors competing for retrofitting and new construction projects will need to be up-to-date in their knowledge and skills related to purchasing and installing energy-efficient building products.

**Figure 3.2.4 : Occupations in Demand for Green Jobs**

**Advanced Biofuels**

Description	2011 Jobs	2016 Jobs	Change	% Openings	2011 Avg Hourly Wage
Chemists	12	13	1	33%	\$23.85
Chemical technicians	24	27	3	33%	\$19.42
Supervisors, farming, fishing, and forestry workers	90	97	7	21%	\$18.59
Agricultural inspectors	13	14	1	15%	\$18.33
Chemical equipment operators and tenders	22	29	7	41%	\$23.56
Mixing and blending machine setters, operators, and tenders	118	135	17	34%	\$13.68
<b>Total</b>	<b>279</b>	<b>315</b>	<b>36</b>	<b>30%</b>	<b>\$19.57</b>

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**Building Retrofitting**

Description	2011 Jobs	2016 Jobs	Change	% Openings	2011 Avg. Hourly Wage
Construction managers	820	861	41	9%	\$17.18
Brickmasons and blockmasons	115	119	4	20%	\$17.10
Carpenters	1,087	1,131	44	11%	\$16.26
Carpet installers	42	44	2	19%	\$16.48
Cement masons and concrete finishers	176	204	28	28%	\$16.14
Construction laborers	1,086	1,180	94	12%	\$14.71
Operating engineers and other construction equipment operators	209	230	21	19%	\$15.10
Drywall and ceiling tile installers	73	76	3	10%	\$16.45
Helpers, carpenters	28	29	1	21%	\$14.39
Helpers, electricians	20	21	1	20%	\$14.91
Construction and building inspectors	34	36	2	18%	\$13.48
Heating, air conditioning, and refrigeration mechanics and installers	250	255	5	13%	\$15.35
<b>Total</b>	<b>3,940</b>	<b>4,186</b>	<b>246</b>	<b>17%</b>	<b>\$15.63</b>

**Mass Transit/Freight Rail**

Description	2011 Jobs	2016 Jobs	Change	% Openings	2011 Avg. Hourly Wage
Construction managers	820	861	41	9%	\$17.18
Civil engineers	30	31	1	13%	\$17.59
Carpenters	1,087	1,131	44	11%	\$16.26
Construction laborers	1,086	1,180	94	12%	\$14.71
Operating engineers and other construction equipment operators	209	230	21	19%	\$15.10
Engine and other machine assemblers	13	14	1	38%	\$19.30
Bus drivers, transit and intercity	70	72	2	13%	\$12.90
<b>Total</b>	<b>3,315</b>	<b>3,519</b>	<b>204</b>	<b>16%</b>	<b>\$16.15</b>

**Source: EMSI Complete Employment-2011.4**

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**Smart Grid**

Description	2011 Jobs	2016 Jobs	Change	% Openings	2011 Avg. Hourly Wage
Construction managers	820	861	41	9%	\$17.18
Computer software engineers, applications	60	71	11	23%	\$26.74
Computer software engineers, systems software	68	80	12	22%	\$30.60
Electrical engineers	50	54	4	22%	\$27.12
Electrical and electronic engineering technicians	49	53	4	18%	\$21.25
Construction laborers	1,086	1,180	94	12%	\$14.71
Operating engineers and other construction equipment operators	209	230	21	19%	\$15.10
Electrical power-line installers and repairers	142	153	11	25%	\$25.45
Electrical and electronic equipment assemblers	64	70	6	23%	\$15.44
<b>Total</b>	<b>2,548</b>	<b>2,752</b>	<b>204</b>	<b>19%</b>	<b>\$17.23</b>

**Solar Power**

Description	2011 Jobs	2016 Jobs	Change	% Openings	2011 Avg. Hourly Wage
Construction managers	820	861	41	9%	\$17.18
Electrical engineers	50	54	4	22%	\$27.12
Electrical and electronic engineering technicians	49	53	4	18%	\$21.25
Construction laborers	1,086	1,180	94	12%	\$14.71
Operating engineers and other construction equipment operators	209	230	21	19%	\$15.10
Helpers, electricians	20	21	1	20%	\$14.91
Electrical and electronics repairers, commercial and industrial equipment	44	45	1	11%	\$20.83
Installation, maintenance, and repair workers, all other	205	225	20	18%	\$13.21
Electrical and electronic equipment assemblers	64	70	6	23%	\$15.44
<b>Total</b>	<b>2,547</b>	<b>2,739</b>	<b>192</b>	<b>17%</b>	<b>\$17.75</b>

**Wind Power**

Description	2011 Jobs	2016 Jobs	Change	% Openings	2011 Avg. Hourly Wage
Construction managers	820	861	41	9.0%	\$17.18
Operating engineers and other construction equipment operators	209	230	21	19%	\$15.10
Electrical and electronics repairers, commercial and industrial equipment	44	45	1	11%	\$20.83
Electrical and electronic equipment assemblers	64	70	6	23%	\$15.44
<b>Total</b>	<b>1,137</b>	<b>1,206</b>	<b>69</b>	<b>16%</b>	<b>\$17.14</b>

**Source: EMSI Complete Employment-2011.4**

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**Veterans**

Our veterans returning from service will be able to access services through Veteran Representatives in Maury and Lawrence counties. A Vocational Rehabilitation counselor will assist with their services of assessment and eligibility and can obtain medical information quickly from the VA and or VA hospitals. Spouses of veterans should be able to access adult services through our centers and children who are eligible for youth programs will be able to access summer youth and in-school programs.

**4: Measurement, Analysis, and Knowledge Management**

**4.1 Improvement of Organizational Performance**

**4.1a Performance Management**

We use the eCMATS system furnished by the Tennessee Department of Labor and Workforce Development as the data information system for our company. It serves as the only database system and provides all information needed to track performance and project results when data retrieval is maximized, along with the recent addition of Dolce Vita.

**4.1b Data, Information, and Knowledge Management**

**4.2 Management of Information, Information Technology, and Knowledge**

**4.2a Management of Information Resources**

We use a number of measures and analysis to improve organizational performance. Listed below are the ones most commonly used throughout our company.

- Performance Standards – analyzed & reviewed at bi-monthly Career Advisor meetings. Corrective action is designed with input from Career Advisors, and then implemented.
- Budget Review – monthly; adjust strategies re: programming Career Advisor Meetings – bi monthly
- Weekly Report – foot traffic, registrations, exits, volume activity are monitored to identify key trends.
- Unemployment rate and other key economic indicators – analyzed monthly against state and local data for trend analysis and ‘reality check’.
- Performance Reviews - all staff have the opportunity to review performance and establish goals, and to refocus on company goals and initiatives.
- Board Evaluations – State Workforce Board provides survey and feedback which allows local boards to design better board orientation, conduct better meetings, and maximize the talents of our knowledgeable and diverse board members.
- Data Validation – annual review from the state allows us to better prove and validate data from services including, enrollment, program goals, case notes, exit data, and follow up information.
- Monitoring – internal, sub contractor, and state Performance Accountability Review. We internally monitor all contracts including OJT, youth, Incumbent



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Worker, NEG, summer youth programs, as well as, internal center files according to our Monitoring Plan.

Projected Goals

For July 1, 2011, until June 30, 2012, LWIA 10 plans to serve 2000 Dislocated Workers, 1000 Adult and 300 Youth.

**Figure 4.2.1 Projected Exits in LWIA 10 for 2012**

<b>30% DW</b>	<b>2000</b>	<b>Projected exits = 600</b>
<b>60% Adult</b>	<b>1000</b>	<b>Projected exits = 600</b>
<b>60% Youth</b>	<b>300</b>	<b>Projected exits = 180</b>
	<b>3300</b>	<b>Total projected exits = 1380</b>

**4.2b Data, Information, and Knowledge Management**

Accuracy, integrity and reliability, timeliness, and security and confidentiality are required properties of a valid data management system. We take a number of steps to ensure that these components are in place and stay in place. Beginning with the source documentation, staff is properly trained in collecting data, with department heads responsible for validating quality of data. Two Assistant Directors check all youth, dislocated worker, and adult eligibility information, registrations and exits before they are entered into ecmats. Career advisors enter case notes, activities, status changes, and authorizations. Two Career Advisor Assistants enter registrations and exits.

**5: Workforce Focus**

**5.1 Workforce Engagement**

As a company, we recognize our strongest asset is our workforce, and strive to keep our workforce motivated, engaged, and productive. We work towards this in a number of ways, including the following:

- I. Establish and communicate goals, complete with periodic reviews
- II. Performance Standards – ongoing communication combining review with strategy development
- III. Encourage certification as Global Career Development Facilitator (GCDF), and pay incentive for successful certification
- IV. Innovative and desired benefits package, including 401 K, educational assistance, bonus opportunities, wellness programs & gym membership, FMLA, annual and sick leave
- V. Breakfast Brainstorms – listening tour of customers/partners
- VI. Bereavement Counseling
- VII. Staff Developments – moral builders
- VIII. Strong encouragement and provision of opportunities to participate in continuing education related to workforce development

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**5.1a Workforce Enrichment**

**5.1b Workforce and Leader Development**

Workforce and leader development begins with New Employee Orientation, and continues throughout the course of employment with our organization. We provide opportunities for continued staff development through work related webinars, conferences, certification courses, and structured staff developments that focus on teambuilding, increasing industry knowledge, and leadership activities are held twice per year. We reward industry recognized certifications, such as the GCDF certification, with a one-time stipend. We are committed to promotion from within our company when the opportunities arise, and have as examples a number of staff who have continued to work toward academic degrees that have then led to more responsible and higher paying positions within our organization.

**5.2 Workforce Environment**

**5.2a Workforce Capability and Capacity**

We currently maintain a presence in each of our 8 counties, but this is a growing challenge with reductions in funding. We have looked to increasing partner presence that not only add to our array of services, but can also assist with covering fixed costs. In 2007, we successfully co-located with Hickman County Economic & Community Development's Vision 21, and this group is contributing toward our lease, utilities, and other fixed costs, therefore decreasing our costs in this county. Consolidation would be an absolute last

resort, based on input from our local elected officials and workforce board members. Other options prior to consolidation include the following:

- Negotiate lower rent/less space with current landlords for leased space.
- Move career center(s) to different location(s) with lower rent, most likely with smaller space.

Tennessee Career Center locations in south central Tennessee are listed below, along with workforce development partners on site and sharing in operating costs:

- Giles – Vocational Rehabilitation, TDLWD
- Hickman – Workforce Essentials, TDLWD, and Hickman County Economic and Community Development
- Lawrence – Vocational Rehabilitation, Workforce Essentials, TDLWD (Adult Ed on same campus)
- Lewis – Workforce Essentials, TDLWD (Adult Ed on same campus)
- Marshall – Columbia State Community College and TDLWD
- Maury – TDLWD, Adult Education, Vocational Rehabilitation, Workforce Essentials
- Perry – Workforce Essentials, Adult Education
- Wayne – Workforce Essentials, TDLWD (Adult Ed on same campus)

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**5.2b Workforce Climate**

**Wellness**

Our company looks for opportunities to promote a “Well 4 Life” lifestyle to our own employees, sponsor events and workshops that encourage innovation in wellness promotion. Employees have the opportunity to earn gym fees for participating in exercise programs. We also offer flu shots at no charge to employees.

**6: Process Management**

**6.1 Work Systems Design**

**6.1a Core Competencies**

We have positioned ourselves as the subject matter experts in workforce development issues in southern middle Tennessee, and by doing so must constantly strive to remain educated on workforce trends, skills needed by employers, growing and high demand occupations, and the effect of a global economy on local conditions. Our services to customers, including both jobseekers and employers, must reflect our innovation, research, use of available and up to date technologies, and applicable knowledge. Everything we support and carry out as work functions is related back to our mission of assisting Tennesseans to earn a sustainable living and take care of their families.

**6.1b Work Process Design**

**Management & Improvement of Work Processes**

We are constantly looking at our work processes to find ways to better manage and improve work flow. With structured input from both staff and customers, we review, adapt, tweak,

and reinstitute processes, revising associated procedures as needed. On occasion we will call together a focus group of customers, both job seekers and employers to solicit customer input. We also regularly make available Customer Service Surveys, which are collected and followed up on by staff at the administrative office.

We also continuously add partners to whom we can refer, or from whom we can receive referrals to broaden the offerings/resources we can offer customers.

**6.1c Emergency Readiness**

We focus on 3 areas for emergency readiness:

- Workplace Safety
- Personal Security
- Information Security

Safety procedures are reviewed annually at staff development sessions, and are often conducted by law enforcement partners. Nothing is placed above personal safety, and we regularly discuss potential situations and role play responses when dealing with difficult customers.

**6.2 Work Process Management and Improvement**

**6.2a Work Process Management**

Based on the requirements and goals of the Workforce Investment Act of 1998, we have designed our services to deliver workforce development products to both jobseekers and employers. We challenge our staff to improve services by identifying innovative practices that fit within the law and our mission.

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We regularly meet with partners, board members, staff, and the private sector through our monthly Breakfast Brainstorm Meetings, which provide a mechanism for feedback, idea generation, and program review. We can evaluate at this time if a community's Workforce needs are being met and if we need to add or modify services.

We depend upon our program and fiscal monitors to ensure that work processes follow policies and procedures, and therefore comply with all federal, state and local requirements.

**6.2b Work Process Improvement**

We rely upon regional reviews, quarterly workforce board meetings, department meetings, and full staff development meetings as the method to review results, identify potential process improvements, and measure success. By communicating openly and

frequently we are able to enact changes when necessary, adjust plans, and continuously improve.

In department meetings, staff takes turns sharing best practices, learning from each other, and using group synergy to brainstorm and innovate processes and services that allow us to serve our customers better.

**7: Results**

**7.1 Product and Service Outcomes**

The success of the South Central Tennessee Workforce Alliance is ultimately measured in three ways:

- a) Performance Measures – Common and Core
- b) Customer Satisfaction of Jobseekers and Employers
- c) Fund Expenditures
- d) Numbers Served

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**7.1a Product and Service Results**

The following table reflects our negotiated performance standards for PY2011.

Figure 7.1.1: Performance Metric – LWIA 10 – State Performance Level for PY 2011

<b>Performance Metric</b>	<b>LWIA 10 Regression Adjusted Targets PY 2011</b>	<b>State Regression/Negotiated Targets PY 2011</b>	<b>LWIA 10 Proposed Negotiated Targets PY 2011 Final</b>
<b>Adult Measures</b>			
<i>Entered Employment</i>	86.595%	76%	76
<i>Employment Retention</i>	59.363%	84%	75
<i>Average Earnings</i>	\$15,091	\$13,800	12,900
<b>Dislocated Worker</b>			
<i>Entered Employment</i>	91.751%	79.6%	80
<i>Employment Retention</i>	87.028%	84.2%	87
<i>Average Earnings</i>	\$12,464	\$13,700	12,900
<b>Youth Common Measure</b>			
<i>Placement</i>	82.071%	61%	65
<i>Attainment</i>	92.348%	63%	70
<i>Literacy/Numeracy</i>	26.504%	36%	36

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**7.2 Customer-Focused Outcomes**

**7.2a Customer-Focused Results**

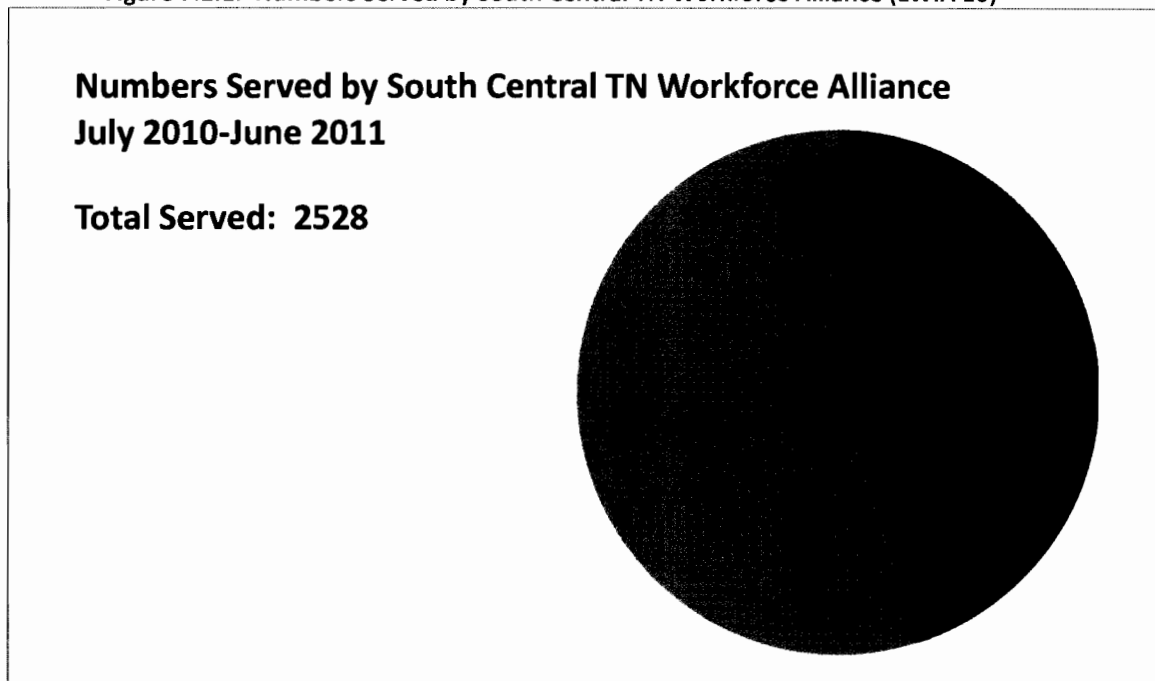
SCTWA has exceeded customer satisfaction performance standards on a regular basis since the measures were first implemented under WIA. The latest results are listed below:

Customer Satisfaction	Goal	Actual
Participant	81%	83%
Employer	80%	81%

Local surveys are also collected throughout our area. Follow up with customers may result from a survey if contact information is provided. Results are passed on to appropriate staff and

partners. The chart below illustrates the percent to total served of each target segment: Adult, Dislocated Worker, and Youth. This is the total number enrolled during PY08, and does not include an additional 1,966 jobseekers who were awarded Career Readiness Certificates, bringing the total served to 3,403. Our market penetration continues to grow annually, and is even greater when considering the number of jobseekers who visit the Career Centers for informational purposes only and are not enrolled.

Figure 7.2.1: Numbers Served by South Central TN Workforce Alliance (LWIA 10)



**7.3 Financial and Market Outcomes**

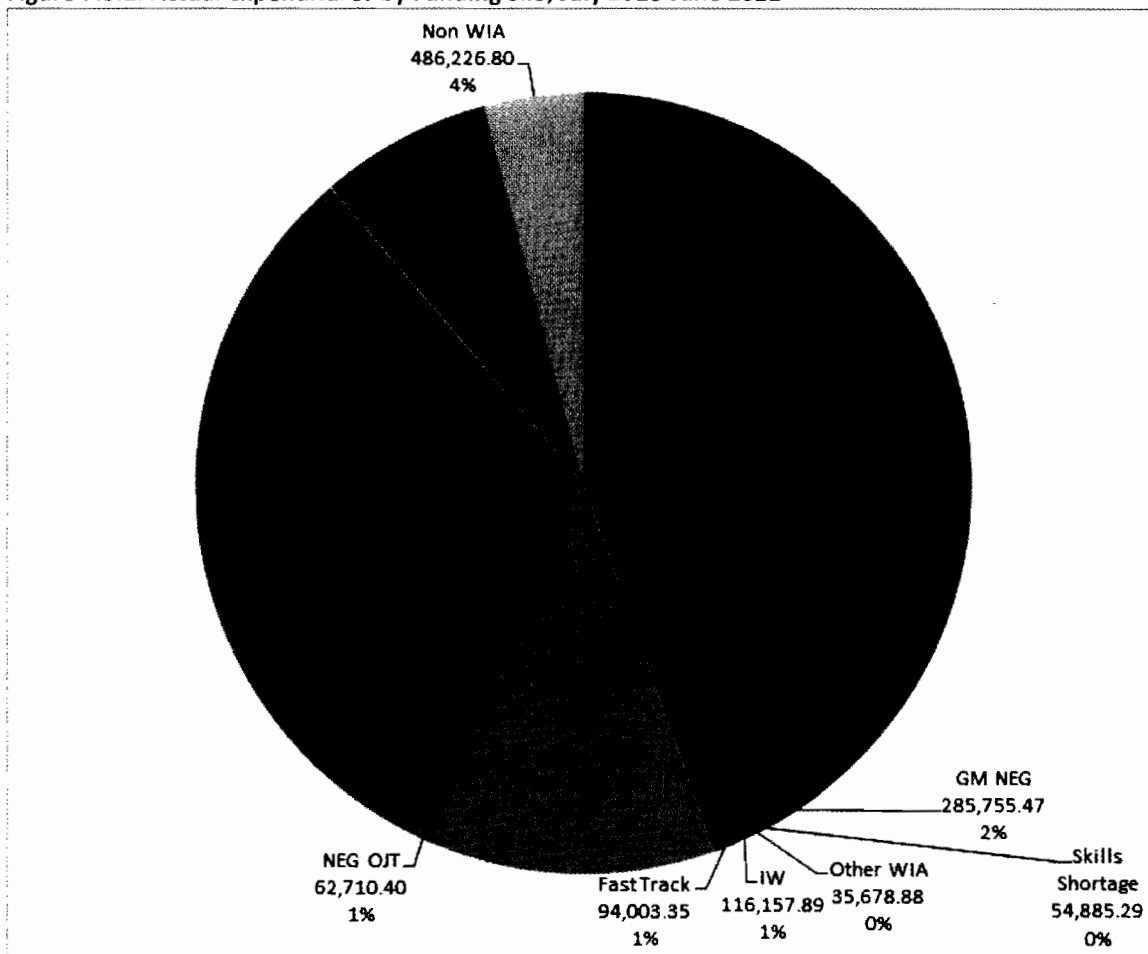
**7.3a Financial and Market Results**

The chart below illustrates the breakdown of actual expenditures by funding silo as a percent to total.

SCTWA successfully meets expenditure rates required through planning, review, and continuous adjustments to outreach efforts.

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Figure 7.3.1: Actual Expenditures by Funding Silo, July 2010-June 2011



#### 7.4 Workforce-Focused Outcomes

##### 7.4a Workforce Results

We have a staff with average longevity of 7.7 years, experiencing limited voluntary turnover. Disciplinary actions are low in number. Educational levels of staff are high with the majority possessing Bachelor and Masters Degrees, and we always have at least one staff member in school seeking additional post secondary education. In terms of workplace health, we are pleased with the implementation of our innovative wellness programs and the opportunity it provides staff to earn

additional benefits such as paid gym fees

#### 7.5 Process Effectiveness Outcomes

##### 7.5a Process Effectiveness Results

Again, our main measure of process effectiveness is our success in meeting and exceeding our Negotiated Performance Standards. These are reflected in the Figure 7.1.1.

#### 7.6 Leadership Outcomes

##### 7.6a Leadership and Social Responsibility Results

We continue to be a viable and valuable partner in the workforce development community as evidenced by the

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increased usage of our Career Centers, the reliance on our information and programs by key workforce partners, and the growth in the number of employers who use our services, and become repeat customers. We successfully meet and exceed our Negotiated Performance Standards, continue to have clean independent audits, attract funds from outside the WIA formula funding, and meet expenditure requirements. We look for additional ways to deepen our commitment and results in workforce development, and therefore serve our communities in even more meaningful ways.